

Manage



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MANAGE

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THE MOST valuable thing a man can bring back from his summer vacation is a new and fresh outlook toward his work.

This issue of **MANAGE** contains an article which will be of interest to all management men, but especially those just going back on the job. It is titled "The Management Profession" (Page 7). And it should help the returning vacationist get started again on the right foot.

In addition to a new outlook, the returning vacationist usually has new resolution. If weight and waistline are among the targets for this new found determination, "Be Your Weight" on page 15, should provide a good briefing for any reducing mission.

If you're one of those people who don't believe in ghosts or the powers of the supernatural, be sure to read "The Ghost That Haunts Me" on page 19. It's a story about a supervisor who has a ghost for a safety director.

The job hunter of today, especially the job hunter at a management level, runs up against a battery of tests wherever he goes. They are designed to measure his knowledge, I.Q., aptitude and etc. Despite this employers complain they still don't know the man until he's been on the job for at least six weeks. Now, however, there's a new test out designed to catch the applicant with his hair down and show the real Joe: Saint or Sinner. Phil Hirsch tells about it in a feature article entitled "A New Way to Pick An Executive" on page 27.

This issue also contains a complete summary of program highlights for the 32nd Annual NAF Convention at Fort Worth, Texas on Sept. 28-29-30, beginning on page 34.



Harrison Bardsley

Editorial Memo

FROM THE EDITOR

SUBJECT: *Management*

MANAGEMENT AND LEADERSHIP

JUST IN CASE you haven't decided for yourself, that hallmark of management called "leadership" is an elusive, hard-come-by accomplishment. Though leadership may come *easier* through experience, it never comes *easy*.

Too often, management and leadership are considered synonymous. But that certainly is not the case. Management aspires for good leadership, but just because a man has made management is no sign he is a good leader. It is a sign he *should* be.

That unhappy truism is the reason for the NAF and its educational programs designed to help management men develop their leadership ability.

If all American industrial and business management subscribed to the philosophy of the NAF, management and good leadership would soon mean the same thing.

It may be that 25 years from now, a man being appointed a member of management will have to meet very specific standards before he is certified. Then management will be a true profession and its attainment will denote the man a good leader.

We all know men who direct their managerial affairs so naturally that we figure they are born leaders. Their actions would indicate no special worry, concentration or labor is needed for them to do their managing correctly.

But don't believe it! The higher you climb in management, the harder you have to work on your leadership.

The higher you get, the more you cannot afford to err in judgment and the more confidence you must inspire in your followers by better leadership.

More management men tumble from high positions because they get careless about their leadership than for any other reason.

It is a natural tendency for a man who has neared the top rung in his chosen management ladder to let down and enjoy some of the privileges of his position. While the increased leadership responsibility is apparent enough, one of the privileges of success is increased personal responsibility for application of self-initiative.

After you reach the position of, say, superintendent, one example of poor leadership cancels out approximately ten examples of good leadership.

But another privilege of higher management position is the privilege of applying *courage* to your leadership. It is just as fatal for a management man to run out of courage as it is for his leadership ability to slip.

That's where the strain is put on a man by management responsibility: He must courageously lead without making errors.

You wives of management men who read *MANAGE* know why your husbands sit looking thoughtfully into space instead of at the television screen for dozens of evenings in a row. They are making the right decisions on problems back at the plant. When the decisions are made, they will rattle off instructions at the office—just as though they were on the tips of their tongues and awaiting the questions.

And you can bet your boots that some office kibitzer will note the decision and remark at the water cooler, "Ole Pete's a real leader. Golly, you hit him with a question from right out of the blue and he floors you with the solution just like that! Leadership decisions just come easy for some guys!"

But you could tell them differently, having watched "Pete" stare into space evening after evening as he anticipated the problem and prepared his solution to it.

Darned clever these management men—and their wives know it. Especially those management men who keep their leadership up-to-date.

Dean Sims

To All Employees

Due to increased competition and a keen desire to remain in business, we find it necessary to institute a new policy—effective immediately.

We are asking that somewhere between starting and quitting time, and without infringing too much on the time usually devoted to Lunch Periods, Coffee Breaks, Rest Periods, Story Telling, Ticket Selling, Vacation Planning and re-hashing of yesterday's TV programs, that each employee endeavor to find some time that can be set aside and known as the "Work Break."

To some this may seem a radical innovation, but we honestly believe the idea has great possibilities. It can conceivably be an aid to steady employment, and it might also be a means of assuring regular pay checks.

While the adoption of the Work Break Plan is not compulsory, it is hoped that each employee will find enough time to give the plan a fair trial. It is also hoped that those employees not in favor of our adopting the Work Break idea, will have fully completed their vacation plans.

—By Henry Hoke, Direct Mail Advertising

The Management Profession

By R. L. Maxwell, Vice President
in charge of Personnel
American Machine & Foundry Co.

MANAGEMENT has become a profession in our complex and highly competitive economy, and you are a member of that profession. The fact that you are a professional means that you have been developed over a considerable period

This article was taken from a talk by Mr. Maxwell before the Greater New York Area Conference of the NAF, April 16, 1955.



of time by education and experience.

Probably no two of us have had identical combinations of schooling, training and experience, but whatever the route traveled we have arrived at our current positions, and it is our purpose to pause and examine these positions in order that we do a better job in meeting our responsibilities.

As professional managers, we work in a network of responsibilities, some of which appear to conflict with others, so to be successful one must strive for a balance of responsibilities to ourselves, the company, our associates, to the industry to which we belong, and to the community in which we live.

It has been pointed out that there are basic areas of responsibility to be kept in mind at all times:

First—the customer—which our company serves must rank high on this list because of the very practical reason that if we fail in our obligations to our customers, we will not stay in business long.

Second—the stockholders—the people who have entrusted our management with their savings and have made it possible for our company to operate. We must return them a profit.

Third—the employees—the men and women who devote their energies to produce goods and services and to administer our enterprise. In this area the personal dignity of

each individual as well as his benefits and compensation must be kept in mind at all times.

Fourth—our suppliers—those sources of goods and services, upon which we depend for maintenance of our production. We owe it to our suppliers to make good use of their products.

Fifth—the public—not only to our neighbors in the community in which we live and work, but also to the general public who look to us to meet our responsibilities as a corporation.

Let us take a close look at the manager's job.

A manager's job, simply stated, is getting work done *through* people. As contrasted to the doctor who uses his skill to heal the ills of his patients, or the lawyer who uses his knowledge of the law to protect the rights of his clients, or the artist who uses his skill to paint a picture, the professional manager uses his skill to get work done *through* people.

He plans, organizes, directs, and controls the work of people. The most important, most valuable asset that a business possesses is its people. Someone once said, "you can take my money, you can take my machines, and you can take my factory. But leave me my people and I will rise again to make millions."

How a manager organizes the efforts of his people, how he leads

them, how he inspires them, and the human relationship he maintains with them will determine *their* success as well as his own. The real success of a manager is only a *reflection* of the success of his people—no greater—no less.

To be a competent manager requires, among other things, an understanding of what makes successful management of a business. One could probably enumerate hundreds of "musts" for successful management but I am quite sure that most all of them could be boiled down to the following four essential elements: (1) *Objectives*, (2) *Organization*, (3) *Policies*, and (4) *Communications*.

A good manager understands these elements and bases his actions upon them. They are as vital to the management of a business as food is to man. I'm sure that these elements are not new to you—you've all heard about them in your business dealings—but you may not have realized their importance. Perhaps I can illustrate why they are important to you.

OBJECTIVES:

Every company must have definite objectives or goals that it wants to achieve. They must be determined and announced by the top management. They are necessary to give the company direction. Without objectives a management will flounder. A man who has a crystal

clear idea of what he wants to do has a better chance of accomplishing his goal than a man whose ideas are disorganized. The same applies to the management of a business.

Examples of objectives that top management must consider are: Does it want to diversify its product line? Does it want to get into the defense business? Does it want to get into the atomic energy business? The answers to these questions furnish management with objectives to pursue.

In the Ford Motor Co., I understand, they have a simply stated objective, which many of you have heard about and which is known to every individual in the Ford organization—"Beat Chevrolet." The Ford top management knows what it wants to do, and the managers down the line know what is expected of them.

ORGANIZATION:

The second essential element for good management is organization. This is an area where many managements get themselves into trouble.

Organization can be defined as the division of work, the logical grouping of activities. It is the assignment of responsibilities and authority to people for the purpose of enabling them to work effectively together to achieve the objectives of the business.

Sound organizations are tailored to meet the objectives of business

and to control operations with tried and proven principles. I am sure you are aware of these principles, but because of their importance it may be well to list a few of them.

- 1—Responsibility and authority must be clearly defined in writing.
- 2—Responsibility must be coupled with commensurate authority.
- 3—There must be clear lines of authority from top to bottom.
- 4—Authority must be delegated.
- 5—There is a limit to the number of positions that can be coordinated by a single individual.

These principles are simple and yet they are the ones most often violated.

A GOOD summary of organization problems was contained in an article in the Wall Street Journal headlined—

"Office Jitters

*The Boss's Headache Often
Can Be Cured by New Outlook*

*Consultant Firms Now Probe
Office Temper Tantrums,
Root Out Basic Causes*

*Remedy: Know What the
Real Job Is."*

Permit me to read some quotes from this article.

"We find that more than 40 per

cent of executives at middle and top management levels don't sufficiently understand what they should be doing," says Ed Walther, partner in the New York consulting firm of Management Development Associates.

"With competition and industrial progress constantly changing executive requirements, top managers have an increasingly tough time keeping on top of their work. They become fearful, apprehensive, prey to mental and physical fatigue, sleeplessness, coronary trouble, ulcers, and even major emotional disturbances."

This should give you an idea of how often the principle of clearly defining responsibility and authority is violated and what happens as a result. Here's another statement:

"Consultants have found situations where executives weren't carrying their share of the management load. More often, though, it's a case of one man trying to retain too much authority. For example, the president of a firm that employs more than 100,000 persons only recently was persuaded by a consultant to drop his habit of personally deciding every salary boost for any position paying more than \$5,000 annually."

Here's a case where the principle of delegation of authority is violated.

This article goes on to give illustration after illustration of how managements fail to heed the use of principles of good organization which consequently seriously impede

STRICTLY BUSINESS

by McFeatters

**"I want to report a fresh clerk!"**

them in achieving the objectives of the business, not to mention the effect it has on the physical and mental health and happiness of the managers.

POLICIES:

Policies are vital for the effective and efficient management of a business. They provide management with a framework in which to operate—a definite course of action to follow. Policies to be meaningful must be in writing, understood and endorsed by the chief executive, communicated to all concerned, and respected by all.

If company policy, as it exists in the mind of the president, is not the same as it exists in the minds of his managers, the results are conflicting decisions and misunderstandings.

To set policies and live with them requires both determination and courage. *You have to say what you mean and mean what you say.* Some managements feel they don't need policies in writing, because they have gotten along without written policies for a good number of years. They believe that it's too much trouble to put them in writing, or that it limits authority, or that anything put in writing may prove embarrassing at times.

However, the best judgment is that an organization with written policies provides on the whole a sense of security, a freedom of action,

and a standard for decisions; whereas, *lack of written policy breeds ignorance, and ignorance breeds fear and insecurity.*

COMMUNICATIONS:

There are many definitions of communications, but the one I like is—the *constant, habitual and automatic listening and telling.* This definition brings out the point that communications is a two-way proposition—up as well as down.

Good communication is essential to efficient management, and when an organization falls apart it is usually because, as my good friends in the Navy say, "somebody didn't get the word."

The most obvious purpose of communications is to insure that orders and instructions given are understood. A less obvious purpose is to provide means of management to gain the understanding of its employees. It might be said that the most productive employee is the one who understands the company's aims and philosophy and recognizes how his job fits into the overall structure.

Another purpose of communication is to afford recognition of the individual. *As many of you will agree, there is nothing more complimentary than to be listened to, and there is nothing more insulting than to be ignored.* Sometimes expressions like "recognition of the individual" get to be trite, and people

have a way of substituting the word for the deed. However, individual recognition means understanding and considering employees' desires.

Numerous surveys have shown that security, opportunity for advancement, treatment as a human being, and the realization of doing something useful are always rated near the top.

In a sense, good upward communication and job satisfaction are interdependent. To communicate effectively is to listen and understand, and to understand is to recognize the basic needs and desires—and to try to meet them.

Good upward communication usually doesn't come easily. Many employees have the fear of rebuke if they make their feelings and desires known. To have good upward communications, management must take the initiative and create a favorable climate, encourage it, provide facilities to assure employees they will not be rebuffed or subjected to derision by making themselves conspicuous.

The media for communications are many—letters, bulletin boards, employee magazines and newspapers, handbooks, policy and procedure manuals, financial reports, day-to-day contacts, conferences, public address system, films and attitude surveys.

The media used depends on the circumstances and by all means must

be tailored to fit the need and used in moderation.

A common criticism of employee communication efforts is that it has consisted too much of talking *to* employees, even propagandizing them. Management has tried to get *its* story across. It has exhorted employees, often in "captive audiences," to understand *its* point of view. Many companies are now paying attention to talking *with* employees, *listening to their* story, and trying to understand *their* point of view.

This emphasis does not mean that management needs to shift its basic position, but rather its approach. Its approach will have a much greater chance of success if it is truly a two-way communication approach with full regard for the employees' ideas and feelings.

And so, my fellow managers, I ask you to ponder these thoughts about the essential elements of good management:

First—*Stated objectives*;

Second—*organization* designed with sound principles to achieve the objectives;

Third—*policies* to provide a framework in which to operate smoothly;

Fourth—*Two-way communications*.

I trust that our discussion of these essential elements will help you in your job as a professional manager.

Who Owns

America's Horsepower?

One measure of the richness enjoyed by Americans is that of horsepower, created by American industry.

There is an estimated potential of more than six billion horsepower in the U. S. exclusively for civilian use.

That's about forty horses pulling for every man, woman and child in the United States.

Who owns this wealth?

Private industry and agriculture own an estimated one and one-half billion.

State and local governments own about three-fourths billion.

Who then owns the other four billion horsepower if it is not at the command of government, industry, or agriculture?

No mysterious force has this power at its command. This huge amount of horsepower is owned by what might be called home capitalists, or individual Americans.

This power at their finger tips includes everything from washing machines, to autos, to toasters, to TV sets, to power mowers, to electric shavers—all enjoyed by individuals because of our free enterprise system.

A group of ministers and a salesmen's organization were holding conventions in the same hotel. The catering department had to work at top speed serving dinners to both.

The salesmen were having spiked watermelon for dessert but the harassed chef discovered this alcoholic tidbit was being served to the ministers by mistake.

"Quick!" he commanded a waiter. "If they haven't eaten the watermelon bring it back and we'll give it to the salesmen."

The waiter returned and reported it was too late—the ministers were eating the dessert.

"Well," demanded the excited chef. "What did they say? How did they like it?"

"Don't know how they liked it," replied the waiter, "but they are putting the seeds in their pockets."



By Phil Glanzer

IT HAS BEEN said that many people dig their graves with their teeth. Certainly there can be little doubt that many people are overweight in relation to their height; and overweight is nearly always due to over-eating. This has a profound effect on their expectancy of life, especially in middle age.

With the steadily rising percentage of this age group in the general population, the question becomes increasingly important. Nowadays the cause of death in this group is largely due to diseases of the heart and circulatory system and such diseases are materially influenced by obesity.

Most people of middle age would think twice about carrying around heavy weights, yet many habitually

carry a substantial weight in the form of a tire of fat around their waist lines.

Whether the weight be carried there or whether it be lifted with the hands, the heart and circulatory system has to bear the extra strain. Hardening of the arteries, high blood pressure, diabetes, arthritis, nephritis, gall bladder diseases, varicose veins and proneness to accidents are among the burdens borne by those who are overweight.

Malnutrition does not mean only a deficiency in quantity of food. It may also mean the diseases and defects due to the wrong kind of food and too much food.

To illustrate the effect of obesity on the life span, it has been estimated

that an excess of 25 lbs. in the weight of people between 45 and 50 years of age increases their mortality rate by 25 per cent. Not only does the prospect of making a premature exit from this world await such bulky mortals, but during their lifetimes they pay a high price for their ignorance of the rules of living.

Part of the Price

Discomfort, ill-health, fatigue, and undue loss of looks and of youth are part of the price of eating too much. Moreover, there is a cost factor in paying for more food than is needed.

The old cycle of youth, middle age and old age is becoming outmoded by the march of science which can give us not only longer life but also more abundant life at all ages. A longer life span without continuing health and vigor would be a doubtful blessing.

The wonders and blessings of science are like ripe fruit hanging on a tree awaiting the picking. But unless we help ourselves to the fruit it remains on the tree. While it is true that we must eat in order to live, to eat more than is necessary to live, is merely to indulge in the clamour of an unruly appetite. Vast quantities of sugary, fattening foods are consumed on occasions and at various places where eating is inappropriate and is merely a custom or habit.

Food is needed by the body for

fuel or repairs. Any intake over and above the needs of the individual is not only unnecessary but actually harmful.

Like smoking, excessive eating is a habit usually acquired in early life. It is persisted in through lack of self discipline or through unawareness that it exists. Many people eat excessively to compensate for a sense of insecurity, but without realizing the cause of their appetite.

Reference to writings describing conditions of living in earlier times, discloses many interesting facts. People were bigger meat eaters than we are. They were also bigger drinkers. Edwin Chadwick, writing in 1842, dealt with the average age at death of the three social classes in England. He showed that for the gentry this was 38 years, for the middle class (traders) it was 20 years, and for laborers, 17 years.

In the light of this, it is interesting to record that the average expectation of life in our day is approximately three score years and ten!

After allowing for the far reaching effects of improved sanitation and the modern wonder drugs, would it be claiming too much if an honorable place be assigned beside these to the greater moderation shown in eating and drinking?

Nevertheless, the food supplies of our planet are not keeping pace with the increases in population. Better selection of foods and the avoidance

of waste is necessary. The individual can and should do his share. In fact, his share is the most important contribution of all.

Program to Follow

Here is a simple seven-point program for the overweight to follow:

First—Weigh yourself on a reliable scale and compare your weight from day to day. Use an established weight-scale (guide) which you can secure from any life insurance company. This guide will determine approximately the correct weight in relation to your age and height.

Second—If materially overweight, review your diet paying particular attention to starchy and fatty foods which are mainly responsible for increase in weight.

Third—Consider your reasons for overeating. Is it to compensate for anxiety? Is it merely a bad habit?

Fourth—Don't cut down too drastically, but rather aim at a moderate and steady reduction in weight, e. g., one to two lbs. per week.

Fifth—Make sure that your revised diet is properly balanced, and contains adequate proteins, vitamins and minerals, and not too much starchy and fatty foods.

Sixth—Consult your doctor about your reducing program. This is a "must" if you are not in robust health.

Seventh—Remember that self-discipline in this matter is not self-denial, but self-promotion! The success of your reducing program depends a great deal on realizing this.

The rewards are well worthwhile.

A couple of gobs staying over for a day or two in Sweden decided to go to Church. They knew no Swedish, but figured to play it safe by picking out a dignified-looking gentleman sitting in front of them and doing whatever he did during the service.

During the service the Pastor made a special announcement of some kind and the dignified-looking gentleman in front of them started to stand up. Both the sailors stood up too, bringing roars of laughter from the congregation.

When the service was over and they were greeted by the Pastor at the door, they discovered he spoke English and so they asked him why all the people laughed when they stood up.

"Oh," said the Pastor, "I was announcing a baptism, and asked the father of the child to stand." From the CBF Management Club "Informer" of the Columbus Bolt & Forging Co.

Test Your Word Sense

Here's a good way to test your vocabulary. Pick the best definition for each word and then turn to page 24 for the answers.

1—If you **ACQUIESCE** you:

- a—disagree
- b—surrender
- c—fight
- d—agree

2—A **BIPARTITE** object has:

- a—rough surface
- b—two parts
- c—three parts
- d—smooth surface

3—**CALORIE** is a term used to:

- a—measure weight
- b—measure food energy
- c—measure fat people
- d—measure height

4—To **DEFER** is to:

- a—postpone
- b—argue
- c—deny
- d—ignore

5—**EBONY** is:

- a—a color
- b—a metal
- c—an ore
- d—a wood

6—A **TURBULENT** sea is:

- a—calm
- b—rough
- c—cold
- d—warm

7—The word **TABOO** means

- a—no
- b—poison
- c—forbidden
- d—sin

8—A woman with **POISE** has:

- a—good bearing
- b—class
- c—good looks
- d—nice hair

9—A **POACHER** steals:

- a—scrap
- b—wood
- c—finished parts
- d—game

10—An **OVERT** act is done:

- a—in hiding
- b—in the open
- c—in secret
- d—with malice

11—If you **LUSTRATE** something you:

- a—purify it
- b—shine it
- c—make it bright
- d—light it

12—A **LUCID** speaker is:

- a—easily understood
- b—wordy
- c—loud
- d—hard to understand



The Ghost that Haunts Me

By Anonymous

A SENSE of thrift can kill a man. . . . Far-fetched?

I worked once with a man who tried to save time for himself and money for the company. He died because he had not learned his kind of thrift can be actually an extravagant waste.

It was on my first job—member of a labor gang in a refrigerated warehouse. Our job was loading and handling pallets with perishables from storerooms where temperatures ranged from minus five to minus 25 degrees, shunting the loaded skids to outside platforms for trucking.

A middle-aged worker named Ted was pusher or keyman of our group. Frequently, the refrigeration units would not be functioning when we arrived on the job because the switches on the lines to motors would be iced up.

Ted usually made maintenance

calls reporting the condition and after an hour or more an electrician would appear and work on the switches. Sometimes the refrigeration had been off some hours and a thaw had set in. Both ceiling and overhead pipes, usually covered with rime, would be dripping like a rainstorm.

Ted was one of those baling-wire mechanics, who tinker around with their cars and are handy with tools around the house. But one morning

A Speck Helps a Foreman

he arrived at work a little short on patience and found the switches iced up. He was in no mood to wait more than an hour for an electrician. He sent one of the boys into the office area to cut the feeder switch. Ted didn't have a screwdriver but he ingeniously unfastened the face plate with his locker key and removed it. When the man, who threw the switch, returned, Ted looked about for a tool to chip away the ice about the inner works of the switch. He picked up a small pipe wrench and jabbed hard with the handle at the offending ice. . . .

The crackling noise was loud and a load of 220, well conducted by a sweating body, makes an unholy blue flash. The wrench and Ted became part of the switch—they were fused and neatly spot-welded.

Electricity can do remarkable things—snap shoelaces so neatly, for instance, that they appear to be snipped by a sharp knife—tear the buckle from a trouser belt—and no human being, fried either with or without clothes, is a pretty sight when the cooking is complete. All this happened to Ted in the short minute it took for another worker to race to the office section and throw off the right switch.

I'VE WORKED nine years for a company manufacturing industrial chemicals, seven of those years as a worker and the past two as foreman of a compounding room where the chemicals are mixed under agitation.

Working with solvents and chemicals—methanol, acetone, butanol, ether, naptha, benzine—many of these volatile and flammable, each work day becomes a challenge to your sense of caution and wariness.

Like many in supervision I take myself and my job seriously. I have acquired the reputation among fellow foremen as a Mr. Fuddy-Duddy. My workers, I know, are frequently aggravated by my constant warnings to, "work it safe." Yet despite their momentary irritations, they have admitted grudgingly they wouldn't have me any other way.

Admittedly, *working* safely and constantly *thinking* safety can be quite a job in itself—until you acquire the habit—and of all the habits man can have this is the best. The temptations to take unsafe shortcuts are manifold. And I've found in my own case, I've got to keep thinking back to Ted and keep telling myself: "*If I try to do this it might be MY day to get it.*" That is the bookmark in my book. I make Ted's ghost haunt me.

I train every new man who comes into my department and have conditioned my own job approach to the point where *I believe this chore is one of my prime responsibilities.* Oddly enough, in order for me to do this, management had to undergo a long hassle with the union, which objected to what it termed an "autocratic attitude."

Mine is recognized as a hazard-

ous department. The union has sought for some years to obtain premium pay for my workers. There is a toxic danger. The men undergo frequent check-ups at the dispensary. There also is the danger of fire and explosion. Luckily, we've had none and won't if every worker takes the precautions I've constantly hammered at them.

THERE WAS a clause in the union contract specifically stating that foremen were at no time to do work other than their own. Training new men meant getting on the floor and into the work. It was simply no soap. In the end it was necessary for me to write a lengthy and detailed letter "to whom it may concern" outlining the reasons for my stand. I explained why I objected to one worker breaking in another. I stressed my reasons for training employees and emphasized that I was *selfishly* concerned—not only for their safety, *but my own*. Management and the union wrestled together over that open letter—and so long as no precedent would thus be established the union went along—*generously*.

I had been tempted frequently to adopt the long prevalent practice of turning over a new employee to an older hand with the order, "break him in." There were many occasions when I was pushed for time and had other problems to untangle, but recalling past experiences helped me reject the idea. As an industrial

worker I was more than once turned over to a key-man for training—and frankly, most of it was bad.

Those of us who make supervision after years as workers learn, even without trying, certain unshakable truths and we measure them and apply them as foremen.

Safety booklets issued by the company, for instance, and safety posters, have only fleeting value. The former are merely refreshers; the latter, reminders. *Working safely comes only out of experience—training workers and teaching safety comes out of that same gristmill.*

The mechanical factors involved are important, yet these are overshadowed by the human element, which is too frequently the joker running wild in a badly shuffled deck of cards.

After all, there was a Ted in my industrial life—and an Al, who, if he is yet living, is alive only because of a luck best described as phenomenal...

A busy and harassed foreman turned me over to Al when I first went to work at Jersey Chemsol. Al was quitting to take a job driving a trailer-truck. He was a pumpman and his job was supplying methanol, ether or benzine to other departments.

"Speed's important on this job," Al explained. "The faster you move the more time you have to yourself."

It was a simple operation. Once you hooked up a bump pump,

cleared your lines and called the department you were supplying for an okay, you merely snapped on your button and pumped. The regulation pump was screwed to a rubber wheeled dollie and could be moved from one tank to another. It had an explosion proof motor. However, the dollie was frequently used in other departments. The only other serviceable bump pump on a wheeled dollie didn't have an explosion proof motor.

"I use it more than the other, though," Al said. "It's just as good—in fact, it's revved up even faster. You can make good time with it." He shrugged. "You wait for a chance to use that E.P. motor—you'll never get done just chasing it around. . . ."

WE USED the faster, non-explosion proof pump for a week. I saw Al repeatedly hammer joints and fittings of galvanized piping with a pipe wrench—and the fumes in the pump room were thick enough to slice like bread or cheese.

I sweat it out—each morning wondering whether we'd make it to lunch—every afternoon hoping we'd make it so I could have supper with my wife and kids. Believe me, I was happy to jump through the kitchen door with a, "Hi, Everybody!" I'd made it for another day.

Once the job was mine I chased that explosion proof pump every day. I was naturally slower. In time I was chewed out by a fore-

man who is no longer with Jersey Chemsol.

"Al did your job in half the time. Get the lead out, fella."

"Get another explosion proof pump, mister."

"Don't argue. Get moving. Pump."

I didn't argue. I told him what Al had done and flatly that I had no intention of doing the same. And I had the suspicion he knew the chances Al had taken and closed his eyes to them. Quite simply, he was a throwback to the old-line foreman and didn't belong in supervision. Jersey Chemsol learned this eventually. . . .

What are some of the basic truths you learn as a worker and apply when you are upgraded to supervision? First: there are fundamentally two types of workers—the fast ones who are "good" in the sense they will push to get through assigned tasks. Curiously, these so-called "good" workers are risky both to work with and to supervise. Both safety factors and a regard for the product being produced are too often sacrificed to their compelling urgency to, "get the job done. . . ."

The slow worker, on the other hand, is not necessarily a slow thinker. Slow employees are, I've found, invariably careful—the percentage of injury is inevitably higher among the "streakies" than the "plodders." The plodder sets a pace



"Actually there's only one trouble with him. He finishes things he can't start."

that lasts all day—the streakie works in spurts. I hope someday to get a flock of plodders in my department.

I have both working for me. Those tasks requiring a maximum of care for production and caution for safety I apportion among the slower group—the slush, the unimportant and relatively safe work goes to my beavers.

IN THE MATTER of safety practices I have hard and set rules and no employee in my department wilfully violates these. In fact, when one worker can sincerely point out to another an unconscious infraction of department rules, you get a deep sense of achievement. And here are our basic laws:

First—no worker is ever to enter our work area without goggles, helmet and safety shoes . . . not even to briefly check a batch in the process of manufacture. Although his routine check might be of less than three minutes his equipment must be worn. No worker is to enter the work area with either matches or a pack of cigarettes in his coveralls.

Second—No worker can afford to be selfish, and think only of himself. In our department an accident could be a calamity affecting all—plus the

personnel of other departments. I've heard them say repeatedly, and in joking fashion: "Are we gonna make supper?" Yet I catch a serious note I find gratifying—my lectures are paying off.

Third—No worker, under any circumstance, is to do a job not specifically assigned him. He is not to offer his help to another worker. He is to help only when asked and only after the job he is to do has been thoroughly explained to him.

Fourth—At brief safety meetings in the locker room, I have frequently urged the men to think back at every accident they've ever witnessed; whether or not they were concerned in it. I've urged them to think of what that accident meant to the victim, the victim's family, and to his employer—if the accident was an industrial one.

Fifth—At the beginning of each workday, as they change their clothes in the locker room, I've suggested they think of the jobs to be done that day; how best to do them for the safety of themselves, their families, their fellow workers and the company.

The results? Although I make Ted's ghost haunt me, I have no trouble getting a night's sleep.

Here are the answers to "Test Your Word Sense" on page 18.

1-d, 2-b, 3-b, 4-a, 5-d, 6-b, 7-c, 8-a, 9-d, 10-b, 11-a, 12-a.

The Other Cheek

By Kenneth B. Rexford, President,
Mount Gilead Foremen's Club

MANY CENTURIES ago, Jesus instructed the Disciples about their relationships with their fellow men, in this manner:

"But I say to you that hear, Love your enemies, do good to those who hate you, bless those who curse you, pray for those who abuse you. To him who strikes you on the cheek, offer the other also; and from him who takes away your cloak, do not withhold your coat as well; give to everyone who begs from you; and of him who takes away your goods, do not ask them again. And as you wish that men would do to you, do so to them."

As we read and re-read this great teaching on our human relationships, our first answer is probably "No!" We would say: "You are being too idealistic for the modern day."

Now perhaps part of the reason that we are so prone to such a response is because of misunderstanding on our part. What is the real meaning in this teaching? Can we use it? Is the approach too impractical in this modern day, where the philosophy of living is: "Survival of the Fittest."



Let us look for a moment at other phases of our lives and see if we can find an approach that helps us in understanding.

We speak of living a four-fold life. Our physical, mental, social and spiritual development must all be reasonably equal if we are to live and enjoy a balanced life. Now we can understand that, as children, we cannot cope with the problems and accomplishments of adults. Even as we mature physically, it is not always our lot to understand many of the more complex mental accomplishments of man. This has been brought vividly to our minds in the passing of the great scientist, Albert Einstein, and his theory of relativity.

We know as we develop physically and enjoy competitive sports that

advancement is possible and we strive toward it. Our schools and colleges are filled with definite indications that we are striving for greater and higher mental goals.

But as we approach the social and religious side of our life, things seem to be different. If we cannot immediately solve all our problems that arise with our fellow men, we throw up our hands and excuse ourselves because it is not practical or because it is too idealistic.

Let us, for the moment, trace back over the path we normally take to arrive at a top management position. Is it normally reached over night or is it a long process of building knowledge, experience and leadership? If this is the path to our goal, is there a similar path that we can take in approaching our relationship with man?

Perhaps we need to "grow" and learn each day as we meet and work with others. Each morning as we go to work, we can start over.

We are told that the great Christian—Francis of Assisi began each day's work by greeting his followers with "Come, let us begin again to be Christians."

It is quite true that we will never reach the point where this great teaching becomes a complete reality for us. Do we ever become real Christians, or do we have only the eternal promise and goal of becoming Christians?

As we grow and learn each day,

we are approaching this "Ideal." We find that the day arrives when we do "Turn the other cheek" and to our amazement, our former adversary has also grown and at that moment starts to take a big step with you to a better understanding.

He becomes a better workman, his regard and respect for you has grown immensely and you become a better foreman.

This growth is not rapid and it is not easy. Jesus did not say that it would be. He was merely pointing the way and it is for us to follow.

Rudyard Kipling expressed a similar thought in his poem "IF." Part of the poem goes like this:

*If you can keep your head, when
all about you*

*Are losing theirs and blaming it
on you;*

*If you can trust yourself, when
all men doubt you,*

*But make allowance for their
doubting too.*

Do you, as a foreman, supervisor, men of management "turn the other cheek"—Do you really understand this teaching?

*But I say to you that hear—
To him who strikes you on the
cheek
Offer the other also.*

We can grow in the understanding and develop in the teaching, if we are willing.

cutive spot, or to find the underlying causes for inter-personal conflicts at the top and middle-management levels.

PSYCHOLOGICAL testing is nothing new of course. But thematic apperception differs from the other techniques in its approach. The subject sees 10 pictures. He must write a story about each one. In doing so, he behaves in a way that is expressive of his personality, and reveals, to the trained interpreter, a great deal about that personality.

Before looking at the pictures, the subject fills out a long personnel questionnaire. Much of the material is similar to the information requested in a conventional job application—a history of illness, job-history, details about marital status, residence, and similar matters. But near the end, he's asked to draw a picture of a man.

Often, the way in which the picture is drawn is as important to the psychologist as what is drawn. One man, for example, made three or four false starts before completing the job. The finished product was drawn in great detail—down to buttons on the man's shirt, a crease in his trousers, a belt and buckle. But the figure didn't have any hands.

The stories written around the 10 pictures also differ markedly from individual to individual. One picture, for example, shows a man looking out a window. He's sitting in front of

a table that looks like it might be used by an architect or draftsman.

Clouds, which are visible through the window in this picture, have been the starting point for some highly-original stories, involving everything from "radioactive fog" to visitors from another planet. Other accounts ignore the clouds and concentrate on the man. In some cases he's worried, in others he is looking for inspiration, and in still others he is waiting for a visitor. Many who take the test say the man is thinking about a forthcoming vacation or that he's reminiscing about his childhood.

Putting accurate labels on this data requires an extremely skilled interpreter, since each bit of evidence may indicate any one of several personality traits. But here is the kind of result produced:

A highly original or fanciful story about one of the pictures may indicate a particularly inventive mind especially suited to executive tasks in which procedure is not defined in detail. In an engineer, this talent might mean that a man is better fitted for research than, say, production supervision or plant maintenance. In an accountant, it could mean that the man would do better work planning the company's budget than he would as a chief auditor.

The data unearthed by thematic apperception tests relates to three broad areas of personal adjustment. One is the individual's attitude to-

ward fellow workers—his ability to exert and accept authority. Also, whether he must have his own way with executives of equal rank, or is able to cooperate, and what kinds of people he is most at ease with.

Here is a typical example, taken from an actual case, of how data uncovered by these tests, paid off for one company.

The firm needed a new production manager. There were two candidates for the job, both foremen and both with excellent records.

One man was a 30-year veteran of a fabricating department. Because of this experience, his decisions had an almost-infallible habit of turning out to be right. When problems arose, he encouraged his men to come to him immediately rather than trying to get straightened out on their own. Production workers who wanted to work out their own solutions were free to do so. The foreman required, however, that they clear their ideas with him before trying them out. Wherever possible, he verified the facts in a situation himself, instead of accepting what others said. And when he did issue a decision, it was straight and to-the-point. There was no explanation of the reasons for it either before or afterward.

The other candidate for the job was much younger. He insisted that his men think for themselves. When problems arose, he seldom issued a flat decision. Rather, he suggested general approaches which the worker

had to develop on his own. In resolving differences of opinion, this foreman used human relations extensively, explaining why he thought something should be done a particular way. An associate said: "Bill is one of the few foremen I know who shows his men, instead of telling them."

WHEN the two men took thematic apperception tests, the results differed markedly. The 30-year veteran told the following story about one of the 10 pictures, which shows a father talking to his son:

"I think they're arguing about the son's privilege to drive. The father doesn't want his son to drive, but the son insists. . . . The youngster is wrong for disagreeing with an older person, especially when that person is his father and an experienced driver besides."

The younger foreman's story about the father-son picture revolved about the son's request to have the car for a date that night. In this account, Junior presented concrete arguments to support his case. He said, among other things, that he "hadn't gone out in two weeks." The father insisted, however, that the son "had been going out too much." The story concluded with the statement that "the father is wrong because he's using authority, instead of considering the real facts in the matter."

The young foreman was the one who received the promotion. The new job involved a great deal of confer-



Meet Myrna Foley, who works at the Douglas Aircraft Co., Long Beach, Calif., plant. Miss Foley wins our vote for the pin up girl of the month. If you have a better candidate send the photo to Editor, MANAGE Magazine, 321 West First Street, Dayton, Ohio.

ence work with young executives in other departments that concerned problems only partially related to production.

The veteran's test showed that he would tend to insist on his own point of view because he was extremely conscious of the authority in his position, especially in the presence of young men.

The second foreman's test showed a far more objective attitude, and a greater willingness to "listen to the other fellow" before making up his mind.

THEMATIC apperception tests also show the individual's attitude toward his work. Does he size up a situation quickly, deciding on the crucial elements and basing his decision on them? Does he pick the right elements? Or does he carefully think things through, putting all the pieces together step-by-step? Can he adjust readily to new kinds of work? Can he come up with new approaches to a problem?

These questions often arise when an individual in an administrative job is being considered for promotion to a higher position that involves policy-making ability.

The third area covered by thematic apperception tests relates to the individual's goals. Is he ambitious, or is he primarily looking for a secure job into which he can burrow? Can he patiently work his way toward the top, or will he become dissatisfied

if the climb is long and steep? What is he after—money, status, or accomplishment?

In one company, two executives began special training that would lead to a top-management position eventually, but for a year the two men were to have no special titles, no secretaries, no private offices or any of the other executive privileges with which they had become familiar on their regular jobs. Before the training started, the two men received thematic apperception tests.

The report on one man said: "He is primarily interested in work, accomplishment, and new ideas. He has a keenly analytical mind, and a passion for doing a task well. His test shows he is motivated far more by the desire to solve a problem than by the desire for status. The (training) should be accepted as an exciting challenge because he is enthusiastic, a rapid learner, and is extremely adaptive to unfamiliar situations."

The report on the second man explained: "He seems to consider his title, his secretary, and his private office quite important. In other words, he is far more concerned about the outward symbols of a good job than he is about work accomplishment. He is a good worker, with above-average abilities, but is critical of authority and has trouble learning. He is unwilling to put any more into his job than the bare minimum necessary to get it accomplished unless there is an immediate and definite

prospect of reward in terms of status or money."

These evaluations were soon borne out. The first man mastered the new procedures quickly. His companion had difficulty from the start and kept up a running feud with the instructors. Eventually, the first man received the promotion. Although, in this case, the result probably would have been the same without the the-

matic appreciation test, the validity of the technique was demonstrated graphically.

Thematic apperception tests make little or no evaluation of an individual's technical competence. But they do reveal in detail the individual's *psychological* state. From these illustrations, it is clear that such information can be a vital asset in solving many personnel problems.

Sea Water Conversion

Conversion of sea water to fresh water at reasonable cost appears in sight, David S. Jenkins, director of the Department of the Interior saline water conversion program, disclosed at the 17th annual meeting of the American Power conference in Chicago.

He said field testing of one conversion process is in progress and two or three other processes will be far enough advanced by next year to warrant field testing.

Conservation methods alone will not be sufficient to end the world's growing water shortage, Jenkins asserted.

"The obvious answer to the problem," he said, "is to obtain the water from the sea. The oceans constitute three-fourths of the surface of the earth and afford an inexhaustible source of water."

He stressed, however, that the high cost of conversion still is the main roadblock in large-scale conversion plans.

"But encouraging results are being obtained and it now appears that in time conversion of both brackish and sea water will be feasible," he declared.

The measure of a man's living standard is how much he can buy with the proceeds of his labor.

Taking the wages per hour of the average worker in three countries and equating them to the cost of things they buy, it is estimated that the free American can buy a suit of clothes for 15 hours work, while a Socialist-inclined Englishman works 1½ weeks for a suit, and a Communist-controlled Russian three weeks.

ARE YOU WELL INFORMED?

Here's an opportunity to find out how much you know about current management topics. Write your answers in below each question and then turn to page 53 and see how well you did.

- 1—What is the correct name of the "Taft-Hartley" Act?

- 2—During the Montgomery Ward proxy battle, the term "cumulative voting" was used. What does it mean?

- 3—Where do Commerce Secretary Weeks and Labor Secretary Mitchell stand on "right to work" laws?

- 4—What legal difficulty may be encountered in implementing the recent Ford and General Motors agreements on the GAW principle?

- 5—What well-known industrialist recently said there is justification in some instances for industry-wide labor-management bargaining?

A Preview:

32nd Annual NAF Convention

Fort Worth, Texas—The National Association of Foremen, world's largest management association, is setting the stage at Hotel Texas here for its 32nd and most successful three-day national convention which opens September 28. All the eight major addresses and the 18 conferences and workshops will closely follow the convention theme: "Management's New Frontiers."

Preparations have been made for 1,500 delegates, but industrial plant doors of this rapidly-expanding area are being thrown open to make possible a heavy attendance by Texas management men.

Keynoting the convention will be Maj. Gen. Clinton F. Robinson (USA ret.), president of The Carborundum Co., who will address the opening general assembly on Thursday morning, September 29. Gov. Frank G. Clement, of Tennessee, will address the convention Thursday afternoon.

Also on Thursday, Ellis Haller, industrial editor of The Wall Street Journal, will receive the 1955 NAF Free Enterprise Newswriter award and will address the convention. Alva W. Phelps, board chairman of The Oliver Corp.



Maj. Gen. Robinson



Gov. Frank C. Clement



Ellis Haller



and long-time NAF worker, will receive the NAF National Management Man award and will speak Thursday afternoon.

Texas Lt. Governor Ben Ramsey and Fort Worth Mayor Dr. Jack Garrison will open the convention.

Friday's principal speakers will be Brig. Gen. K. K. Compton, commandant of Pinecastle Air Force Base, Strategic Air Command, and Dr. Nicholas Nyaradi, former finance minister of Hungary. Sir Percy H. Mills,

**Alva W. Phelps****Dr. Nicholas Nyaradi****Brig. Gen. Compton**

former president and founder of the Institute of Industrial Supervisors, Birmingham, England, will be honored as the 1955 recipient of the Edward O. Seits Memorial Award for International Management, and will speak Friday morning.

NAF club presidents, the board of directors, convention council and staff officials will attend a Thursday evening banquet at which the Formica Foremen's Business Club of the Formica Co., Cincinnati, chosen the NAF "Management Team of the Year," will be honored.

Conferences are as follows:

"MIND YOUR OWN BUSINESS," *Charles M. Hanna, labor-management relations consultants, Chicago.*

"SHAPE OF THINGS TO COME," *Frank G. Kirtz, patent attorney, St. Louis.*

"SELLING YOURSELF AND YOUR IDEAS," *H. W. Wheeler, industrial relations, Ethyl Corp., Baton Rouge, La.*

"YOUR QUALITY AS THE CUSTOMER SEES IT," *Gordon C. Kennedy, quality coordinator, Bendix Products Division, Bendix Aviation Corp., South Bend, Ind.*

"EXECUTIVE DEVELOPMENT—WHY AND HOW," *Dr. A. Q. Sartain, professor of psychology, Southern Methodist University, Dallas.*

"WRITING FOR EASY READING," *Loyd L. Turner, special assistant to manager, Convair, Fort Worth.*

"LISTENING: A KEY TO BETTER MANAGEMENT-EMPLOYEE RELATIONS," *Dr. Wesley Wiksell, department of speech, Louisiana State University, Baton Rouge, La.*

"DEVELOPMENT BY SUBTRACTION—WHAT DO YOU NEED?" *Cloyd S. Steinmetz, director of sales training, Reynolds Metals Co., Louisville, Ky.*

"AUTOMATION—ITS EFFECT ON MANAGEMENT OF THE FUTURE," *Roger W. Bolz, editor, Automation Magazine, Cleveland.*

"THE FOREMAN FACES A GRIEVANCE," *B. K. Melekian, industrial relations, Douglas Aircraft Co., Inc., Tulsa, Okla.*

"EMPLOYEE TRAINING BY THE FIRST-LINE SUPERVISOR," *G. E. Weaver, education and training division, Aluminum Company of America, Pittsburgh.*

"ELECTRONIC TOOLS FOR MANAGEMENT," *(leader to be announced).*

SPECIAL WORKSHOPS will be held for foremen's and management club officers on Thursday and Friday. The following sessions will be led by NAF staff officials:

"CLUB EDUCATIONAL ACTIVITIES," *A. Bruce Rozet, NAF education specialist, and Frank N. Albanese, coordinator of the Foremen's Club of Columbus, Inc.*

"FINANCING CLUB ACTIVITIES," *Norman George, NAF manager of research.*

"CLUB MANAGEMENT," *V. J. Linn, NAF area manager.*

"PARLIAMENTARY PROCEDURE MADE EASY," *Raymond F. Monsalvatge, Jr., NAF manager of education.*

"SUCCESSFUL CLUB PROGRAM," *J. V. Kappler, NAF area manager.*

"COMMUNITY AND CIVIC ACTIVITIES," *C. E. Nelson, NAF area manager.*
(Turn the page)

THE ANNUAL business meeting of the Association will be Wednesday afternoon, September 28. Approximately 30 national directors will be elected or re-elected to office, and the new board will elect a 1955-56 president, 1st vice president and secretary-treasurer. The directors will also elect zone vice presidents to serve on the NAF executive committee.

Although an all-day board meeting will conclude the annual convention on Saturday, October 1, the final event for most delegates will be a chuck wagon dinner and rodeo at the CRA Ranch.

Three days of special activities for wives of NAF convention delegates have been planned by the Fort Worth hosts. Style shows (one high over Texas in an American Airlines airliner), bridge and canasta parties, luncheons, a brunch and water ballet will make up the schedule.

The Importance of the Individual

A short time ago the head of an aircraft parts manufacturing company singled out a woman employee. He tapped her on her shoulder, and when she turned from her work he handed her a check for \$2,400.

The woman had suggested the company stamp out an aircraft part from aluminum instead of moulding it from steel.

Her suggestion was a money-saver, and under that company's policy, the check was for a percentage of the money the firm saved by using her suggestion.

About a month ago the suggestion committee of a Los Angeles insurance company handed 20 employees checks ranging from \$15 to \$500. Their checks, too, were for suggestions which improved working conditions and saved money.

There is a trend today to lump all people into the "average man" class. Government legislates for workers in masses composed of millions. Unions bargain nationally for masses of workers. Both find it difficult to consider the individual employee and recognize or reward individual incentive.

Against this trend, management is becoming more and more aware of the dignity and importance of the individual, as illustrated by the wide adoption of the suggestion system. Employers have discovered that recognition of the individual pays off in better human relations as well as in money values.

What the NAF Stands For

By Thomas B. Fordham

EDITOR'S NOTE: On October 8, the NAF will observe its 30th birthday. We believe the following article from the January, 1926, issue of The Foreman's Magazine, is timely. Written by the late Thomas B. Fordham, first NAF president, the article is based on a talk Mr. Fordham made before 30 foremen's club delegates meeting in Dayton, Ohio, on October 8, 1925, to organize the NAF.

NOW that our Foremen's Club movement has taken on a national scope, there are many problems that will require serious thought and analysis. We have wonderful prospects for a larger organization, but we cannot interest men unless our basis of operation is sound and progressive. Because of the fact that our membership will be secured from industries all over the country and the men will be somewhat handicapped in their ability to get together in any general gathering, the National Association of Foremen will necessarily stress the advantages of factory foremen's clubs and city foremen's clubs. It seems best that this movement should progress along the lines of successful factory foremen's clubs joining together to make a large city club. For in the main, the foremen's problems are those of his own factory and should be treated through the medium of a factory foremen's club.

However, the city foremen's club gives a greater opportunity for the

interchange of ideas and encourages a foreman to get the larger viewpoint of business and the incentive of knowing that other men are also interested in the same phases of industrial life.

Our National Association must primarily stand for the education and improvement of the foremen. This should cover his education along the following lines:

(1) A man's personality is always an outstanding characteristic which is first of all noticed by his associates. A foreman, therefore, must give attention to his personality and plan to be agreeable and helpful in all his contacts with his men and associates.

(2) To be successful, a foreman must know his own factory system, the methods of material control, scheduling of production, and the relation of the cost of the product to the operations in his own department. In a word he must be a businessman and look upon his department as an individual factory selling

his output to the management on the basis of low cost, high quality and sufficient quantity within the time required.

(3) The foreman necessarily comes in contact with many men and has a chance to impress others through his conduct towards his men. By this I mean he should always work in cooperation with the various departments of his factory. He must study correct methods of handling men, know how to give proper orders, know how to train the new man, how to analyze the various jobs and how to select and place men in his department. This group requires probably the most study by the average foreman.

The foreman must take this movement seriously and not consider the foremen's club as a social organization. Rather it should be considered as an opportunity for study and somewhat like a night school class in the training for leadership in industry. Competition demands that the foreman assume greater responsibilities so that a profit may be secured in industry. Management has approved the formation of foremen's clubs which have the expressed purpose of providing definite educational incentives and opportunities. The ambitious foreman will figure out what he must study to meet this increasing competition. The laggard will soon be dropped out.

The success of a foremen's club depends very much on its program.

It must be definite and well planned and adjusted to the needs of the foremen from the standpoint of education and satisfaction to him. Analyze the needs of your city, factories and your men and then have both educational and inspirational subjects covered at each meeting. As many men as possible should take part and help develop the program and arrange the meetings. In this way men will be developed as leaders and business men thereby accomplishing one of the aims of our foremen's club movement.

A word to management. The present interest of management has been very much appreciated. The basic principles of the National Association of Foremen are economically sound and are in conformity to those of good business. We expect the foreman to be loyal to his company and work for profits to the company, men and to the customer. For this reason we feel that management can and should give its support to this movement as it reacts. Very directly upon the profitable operations of the business whose men are in a foremen's club. We have many letters to support this contention.

The support of management will mean much in getting the foremen started in the organization of a foremen's club, and if sufficient responsibilities are placed on the foremen, as they are able to assume them, development will surely follow.

Our program must include the

foremen's interest in civic problems but he must be primarily interested in those of his own factory. Industrial relations are mainly in his hands and after all he is the person who will actually control these relations through his methods of handling his men, giving orders and checking up work. Every foreman should have as a motive in his work,

service to both his company and his men. The growth of this association will be rapid if each club will be sure that they are operating on a sound business basis and have such programs as will appeal to both men and management. These programs must train the foreman to be a bigger and better man each day on his job.

LISTENING SKILLS

A group of ambitious adults in Philadelphia are going back to school to learn how to be better listeners!

The art of listening, says School Director C. L. Scheetz, is the most abused and neglected tool of man-to-man communication. His students—100 employees of Minneapolis-Honeywell's Industrial Division—are participating in a comprehensive training program which covers all phases of communications: listening, writing, reading and speaking.

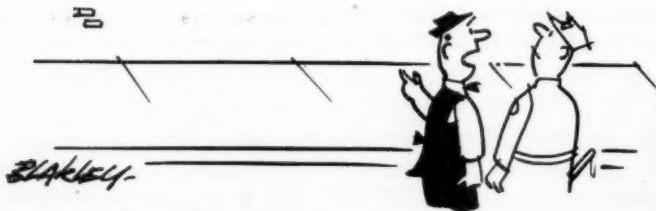
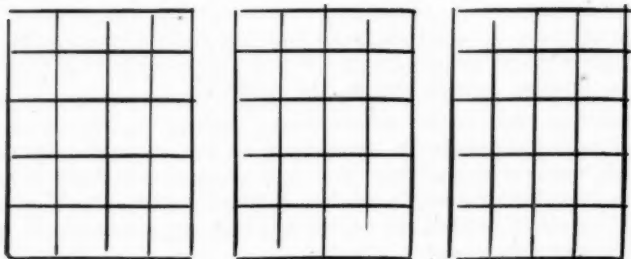
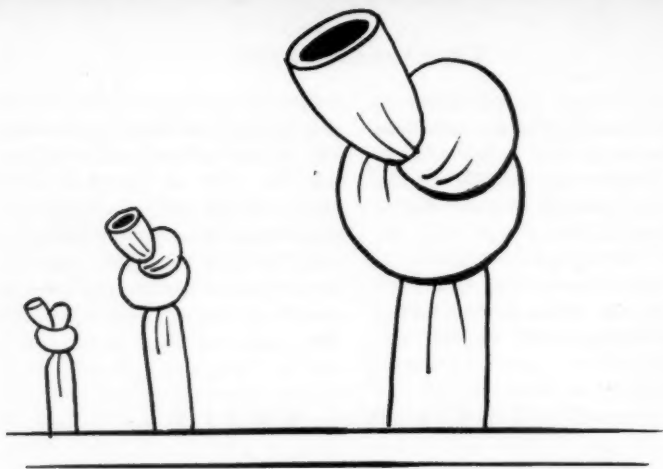
Scheetz says that despite the electronic "thinking" machines and other sophisticated developments in communications, today's so-called atomic age is still a "world of words." Seventy per cent of our time is devoted to communication. Of that time, 45 per cent is spent listening and 35 per cent in talking, while reading and writing make up the rest, with 16 and 9 per cent respectively.

Trouble is, most folks only half listen, he says. They allow their minds to race ahead—about four times as fast as a person talks—while fooling themselves that they're keeping track of the conversation.

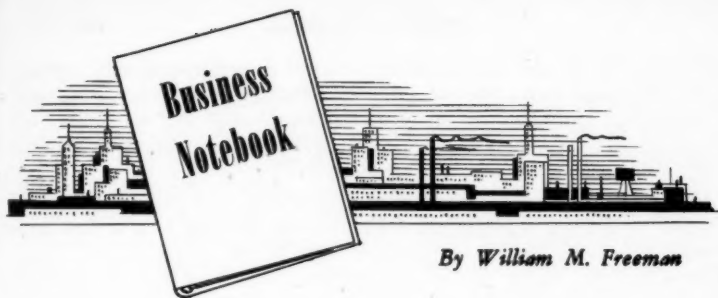
Big secret is to learn how to concentrate. In the school sessions they practice the mental steps underlying effective concentration.

Oh, yes, there are women taking the course, too!

For every man who lives to be 85 there are seven women, but by that time, it's too late.



"We think it's the neighbors, they've been complaining about the smoke."



By William M. Freeman

THE HEART OF THE AMERICAN system is dissatisfaction, or, as the economists say, forced obsolescence. It works this way:

If enough people are unhappy with what they have, they'll buy new things. So the designers and the planners and the inventors and the engineers dream up all sorts of new things—houses, appliances, automobiles, clothing, and so on. Market tests are put on to determine how they'll go over, and then the advertising and promotion experts go to work to make the public dissatisfied with what they have in order to move the new items from planning to production to retail shelves to consumption. This system—

WORKS FINE

—and everybody in on the planning is very happy about it. It has produced the highest living standard the world has ever seen. (We also have the highest rate of mental illness.) We have more bathtubs than anybody. (We also have polio, a disease ascribed by many researchers to extreme cleanliness, which leaves the victim without the protective anti-bodies built up by fighting the germs.) We have more television sets than all others. (We also have children growing up without being able to read or write half so well as their parents.) And we have more food than any other nation. (We are just as inadequately nourished.) Now—

PONDER

—for a moment on these sets of facts, which may or may not be related one to the other, and add to the mental stew this story, in the news a few days ago:

A middle-aged couple, a bit strange, quiet, living like hermits in a New York apartment, refusing to let in the painter, the plumber, the superintendent, even the doctor. Found dead, the husband of natural causes, the

wife a suicide by gas, a note telling of grief over her husband's passing. In the apartment only a bed and a dresser, a kitchen table, some chairs, little food, peeling paint, an air of general poverty—and four television sets, five radios, a high fidelity record-playing system, several expensive cameras and considerable costly electronic equipment.

Of course, advertising is no more than an attempt to persuade. One need not bow to its blandishments, nor to the fact that the Joneses next door have bowed. Thorstein Veblen in his classic "The Theory of the Leisure Class," written in 1899, noted that much purchasing was done not for the sake of the goods but to show that the purchaser could afford the purchase. He called this "conspicuous consumption." In our own generation the same thesis was set forth and underscored by David Riesman in his "The Lonely Crowd."

One can resist such hazards without trouble. All one needs is to be superhuman.

It may be that advertising men have noted this, which in turn may be a reason why the profession, as a group, however undeservedly, has a reputation for insecurity in employment, insobriety, shallow thinking and, (according to Advertising Age's annual recapitulation) a higher mortality rate than that of many other professions.

The induced desire for such goods as may be wanted, although not necessarily needed, may lead to all sorts of disease. First off, money is needed to satisfy the desires, and sometimes one does not earn quite enough. The resulting turmoil is called—

MONEY SICKNESS

—by Dr. William Kaufman, a Boston internal medicine specialist, who told the American Association for the Advancement of Science not long ago that stomach trouble, headaches, back pain or an irregular heart might all be due to the dollar virus.

Such troubles can come, he said, from emotional upsets brought on by money problems at any income level. He termed such sickness "the most common psychosomatic illness of our times," and noted, too, that it is often missed by doctors seeking the underlying cause of a physical or an emotional symptom.

There is a way of postponing payment for goods, by the use of credit, but there is no way of putting off the illness caused by the dollar virus. It is possible to buy a vacation abroad, sporting rifles and other luxuries on credit. Government officials eye the country's—

MOUNTING DEBT

—of \$31,500,000,000 of consumer owings, \$24,000,000,000 of it the installment-payment load, money not yet paid for all sorts of goods and services. They note, too, the \$78,000,000,000 owed for home mortgages. And they are plenty worried.

The first half of the year showed gains in almost every type of economic indicator, and it was apparent that if the second half showed a continuation of the rate the full year would set a new record. But much of this "gain" is actually debt, a charge against the future. Personal savings are at the astronomical level of about \$55,000,000,000, but the crushing load of debt and debt servicing provides a shaky foundation.

Houses are idle, electric appliances are unsold and automobiles crowd factory lots for the reason that credit selling has been toughened. Just a few days ago Washington took further action to make money harder to borrow. The maximum loan period for homes was cut and the no-down-payment type of purchase was barred. The Federal Reserve Board raised bank charges on loans to business. However, the picture is not so gloomy as it might seem. Officers of the Chesapeake & Ohio Railroad are—

QUITE CONFIDENT

—their passenger and freight volume will hold up. If the road does a good job it stays in business and assists the financial standing of its stockholders and its workers. If it does a poor job, it goes out of business or into receivership. To induce more persons to ride and more shippers to ship more, the railroad is busy at all times with promotion and advertising. It even operates the Greenbrier, a plush hotel at White Sulphur Springs, W. Va., to give riders a destination, and so keep the trains full. (You can get there by plane, but it isn't easy, since only private planes stop at its tiny airport.)

The C. & O. officers, who travel quite a bit in their work, have just leased a DC-3 transport from Capital Airlines and will convert it into a flying office car. It will have the road's familiar blue-and-yellow paint and the insignia, "C. & O. for Progress." All in the interest of efficiency, of course, and speed in getting to the scene to ascertain why some passengers take the plane instead of the train.

"Any company making money is doing so because of good supervision. Good foremanship means successful business."—*Henry Ford*



THE TUMULT and the shouting on Capitol Hill has died with the adjournment of the 1st session of the 84th Congress, and the Captains and the Kings,—still borrowing Rudyard Kipling's phrasing—have departed for and from Geneva and Gettysburg, but "the Government" still goes on.

With or without the President and Congress in the national Capital we go on spending nearly \$170 million a day every day, 7 days a week, 365 days a year. The Armed Forces are "at ready," violators of Federal law are caught and punished, sales of food and drugs watched for purity and cleanliness, stock and commodity market transactions scrutinized, social security payments made, and laws, including of course, wage and hour laws, are enforced just the same.

Whether we recognize it or not, "Big Government" is very much a matter for experts in its day-to-day operations. Happily, as we've grown great and powerful, we've built up that corps of experts who have a know-how comparable to that of supervisors in industry to get things done. It'd be a poorly run plant that had to have top management on the job every minute of the time on the \$60-odd billion a year operation.

HOLD THAT LINE

Not dramatic, but of primary importance, is the watch that is being kept for signs that the general boom is in danger of spiralling into a bust. There's no doubt but that this year's wage increases, both those granted by legislative fiat and those forced at the bargaining table, are giving prices a push-up. An unchecked spiral of prices and wages means more inflation unless based

on over-all rise in production and consumption with upped living standards all along the line.

For better or for worse, the Federal government has at its disposal a number of means of affecting various factors in our economy. President Eisenhower has indicated we can expect effective steps to hold the line if developments warrant.

A LOOK AT THE SUMMIT

We may be unwilling to admit it in so many words, but if real disarmament, in any substantial degree, does grow out of the "At-the-Summit" conference in Geneva, it's bound to have an effect on our economy. We're spending \$30 billions plus a year on national defense—more than 50c of every dollar we pay into the national government in taxes and otherwise. Much the greater part of those billions are spent right here at home. The American government is American industry's biggest customer.

Any substantial curtailment in that nearly \$3 billion a month defense spending is bound to hit some industries, hard. In fact, this reporter has heard opinions expressed that the disarmament "pitch" is part of a Communist plot to plunge the United States into a major depression, making us weak internally and externally.

Those who express this opinion argue that the Russians fully expected us to have a major depression in the aftermath of World War II. However, the expected recession was slow in developing, and the Communists themselves prevented any such condition from maturing by attacking in Korea. They thought our economy, and our characters, couldn't withstand the strain of rearming twice within a decade.

GUNS AND BUTTER, BOTH

The Communists were wrong on both counts. We could and did take it. And so great is our industrial genius that we had both guns and butter,—something neither Hitler's Germany or any other nation has ever been able to do before.

But now, some people say, the Communists realize they were thrown for a loss on that play. So they are trying to reverse the field, and think that they can bring on a depression by getting us to cut back that defense spending that plays so large a part in our present-day economy. That is, without war preparations, we'll have idle productive capacity and idle manpower,

and this will start the chain reaction leading to depression, with all of its weakening effects and confusion.

KNOW HOW FOR PEACE

This reporter and most other observers in the national Capital emphatically do not agree with either that premise or the conclusion,—with the idea that the "peace offensive" is a deliberate Communist plot, or that we can't stand peace in the sense of maintaining our high standards of living without large defense (or war) spending.

For one thing, it's still not at all certain whether the Russians are leading from strength or weakness. Obviously Russia hasn't been able to produce both guns and butter, but there's strong evidence that she has the guns. And the people never had much butter, anyway. (Although as this column pointed out previously, one of the world's foremost living historians, Arnold Toynbee, has stated in so many words that the lack of rewards for foremen and supervisors was one of the things holding back Russian productivity.)

There is a strong body of opinion here in the Capital that Russia's leaders in the development of nuclear power have also become convinced that there would be neither victors nor vanquished, in an atomic war, but only survivors. That basic fact, coupled with the unrest in the Communist Empire because their economy, unlike ours, cannot produce for both peace and war at the same time, has resulted in the New Look that may come out of Geneva.

Furthermore, we Americans now have the political know-how to keep our great industrial machine running in high gear on the road to peace.

BRITISH PLANES IN U.S. SKIES

Speaking of American industrial genius—and we have it—British plane makers have established at least a temporary beachhead, and in the national Capital itself. Capital Airlines, which has its headquarters in Washington, has purchased and is flying on the Washington-Chicago run a fleet of turbo-prop Viscounts from Vickers-Armstrong in Britain. In all, the U.S. firm has ordered 40 planes from the British.

The turbine powered engines are to be distinguished from the piston-driven machines of American commercial aircraft. Both are propeller planes, and are not to be confused with the jet planes.

The big advantages of the new British turboprops are that there is substantially less vibration, hence greater smoothness, and substantially less noise.

Also, they require virtually no warmup. As soon as passengers are aboard, the Viscount's four Rolls Royce Dart engines are started and the plane immediately taxis to the runway for the take-off.

They climb fast—about 1,000 feet per minute in ordinary flight—and cruise at about 320 miles an hour. Faster speeds are possible at optimum altitudes and favorable temperatures.

It'll be interesting to see how the British invaders stand up in the rough and tumble of American competition and hungry stockholder demands for economical operation as well as luxury for passengers.

The Vickers-Armstrong people say they are turning out five Viscounts a month and soon will be rolling eight off the line, which they say will put them in a class with the best of their American competitors.

EXPERIENCE BEST TEACHER

Federal alcoholic beverage tax officials here are pondering over a report written by a Yale University professor, a Dr. Greenberg, coming up with the conclusion that beer is a non-intoxicating beverage.

The professor bases his case on his asserted statement of fact that before a person can become intoxicated the alcohol content of his blood must be 0.15 per cent. In order to reach that level a drinker must be able to hold two and one-half quarts of 3.7 beer. But since the normal stomach capacity is no more than two quarts, in order to become intoxicated from beer a person must be able to drink three quarts in three hours, which the good doctor says is "physiologically unnatural."

Therefore, he concludes, no one can get drunk on beer.

The sober WALL STREET JOURNAL which is widely read here in the nation's Capital, had this comment to make on the report:

"We can't know what's going on in the ivied cloisters these days, but nobody taught us any such nonsense about beer when we were in college. Anyone who drank only two pints of home brew an hour was not highly regarded by his fellows or the bartender. The average consumption in those days was around five cans an hour for the first two hours, though one respected customer considered anything less than seven practically a dry run.

"We don't know whether Dr. Greenberg did his research in books or in bars, but it's pretty clear he didn't run across any beer drinkers. Obviously the thing to do now is a little student research. If this generation is anything like their old man's, we can practically guarantee they'll bring the professor home a happier and wiser man."

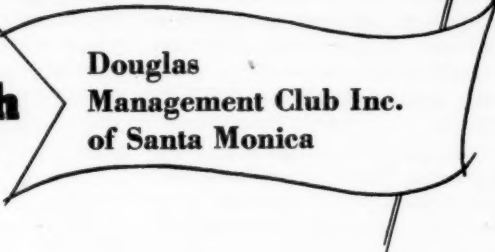
STRICTLY BUSINESS

by McFeatters



"I don't feel well, but I'm saving up my sick leave until
I'm healthy enough to enjoy it!"

Management Team of the Month



**Douglas
Management Club Inc.
of Santa Monica**

THE Douglas Management Club Inc., of Santa Monica presented its first "High School Industrial Forum" in October 1954 with such overwhelming success that it will become an annual event. Conceived to advance the participation of our club members in civic activities, the Forum proved invaluable in the development of our

club members and, in turn, enhanced the good will and standing of our company in the community.

The materialistic value of the Forum, which is designed to help students gain a better understanding of the types of careers open to them in industry, can only be measured in the success of tomorrow's management men. But every participating

How To Qualify For Award

To qualify for a Management Team of the Month award, a club's entry should:

1. Contain specific factual and statistical documentation of the accomplishment of a club project which is in keeping with NAF objectives.
2. Concern a club project which materially benefits the sponsoring company, contributes to the development of individual management club members, or improves the community through the exercise of management leadership prerogatives by the members of the NAF club.
3. Be approximately 500 words in length.

club member, as well as all who assisted on the team to make the Forum a success, greatly improved himself not only as a member of the club, but as a member of the community.

Because of the high praises for the Forum received from both company officials and community, civic and educational leaders, I would like to nominate the Douglas Management Club of Santa Monica Inc., for a Management Team of the Month Award.

The Forum ran for four consecutive sessions and was attended by 100 students of Santa Monica High School. The opening program was a two-hour general assembly featuring three speakers and a familiarization film. The second and third sessions were devoted to four panel discussions of one hour each with a question and answer period at the conclusion. Each panel was presented to 25 students and repeated a total of four times during the two evenings in order that each student might have the opportunity to attend each panel. Topics covered in these discussions included engineering, planning, tooling and production control, manufacturing, and staff and service departments. The fourth and concluding program was highlighted by a tour through the Douglas Aircraft Co., Santa Monica plant.

The success of the Forum resulted from the members of our club func-

tioning as a Management Team. This teamwork was evidenced by the whole-hearted cooperation and support which the project received from the first day of planning.

A nine-man committee with two co-chairmen was appointed to coordinate the overall planning.

Although only a part of our club members could actively participate at the high school, practically all members participated in varying degrees by offering advice and assistance and checking details. Members were gathered in groups and the program was tested on them. As a result of their constructive criticism, corrections were made and the program was run again and again.

Permission for the tour and security details were worked out with the aid of club members in plant protection who also arranged an area in the company parking lot for students' cars.

Programs and publicity were prepared by club members in the publications and public relations departments. News articles and pictures were prepared and released to the Santa Monica papers and the company's "Airview News."

The actual route of the tour was worked out in detail and several "dry-runs" were made for timing.

Club members also made arrangements with field operations and testing groups to display a Douglas DC-7 and C-124 for inspection by the students. Pilots and flight me-

chanics cooperated and were on hand to explain details and answer questions.

The benefits derived by the students attending the Forum were summed up by Dr. A. E. Konold, principal of the Santa Monica High School:

"I have never seen a more generous, well organized, or more effective contribution given to high school students by any industry, utility, or business organization. The information and help that they gained in this industrial conference has been something that in all my years as an educator I have never seen equalled."

The benefits derived by the company from this project were summed up by Mr. Leo A. Carter, vice president and general manager of the Douglas Santa Monica Division:

"We at Douglas are keenly aware of the benefits which can result for our community, our management

men themselves, and very directly for our company, when members of our management team assume their full share of civic responsibilities.

"When, as in this case, they initiate and complete a fine Industrial Forum for our high school students, we are doubly proud of their understanding of a need, and their ability to satisfy it.

"This program which directly or indirectly touches most of the homes in this community has resulted in more favorable comment than I have ever heard—from the students, their teachers, and their parents. There can be no doubt that it has enhanced the standing of our company in the community."

Among the benefits derived from the Forum by the Management Club members was the satisfied feeling of a job well done.

*Harry E. Fortney
Douglas Management Club Inc.,
of Santa Monica*

Here are the answers to "Are You Well Informed" on page 33. If you have answered all the questions correctly, you are keeping yourself well informed.

- 1—The Labor-Management Relations Act of 1947.
- 2—Cumulative voting permits a stockholder in a company to cast his votes for as many, or as few candidates for the board of directors, as he wishes.
- 3—Weeks favors "right to work" laws. Mitchell opposes them.
- 4—Many states will have to change their unemployment compensation laws so that workers can obtain both GAW payments and unemployment compensation.
- 5—Henry Ford II.



MONKEY BUSINESS

A gentleman was dining at an exclusive restaurant. It seems his veal chops were rather tough, so he called the waiter over to complain.

Diner: "Waiter, these chops are much too tough to be veal."

Waiter: "I can assure you, sir, that they are veal. I was a butcher once and I can tell you that not more than three months ago that meat was on the hoof, following the cow around."

Diner: "Probably so—but not for milk!"

A little boy, caught in mischief by his mother, was asked, "How do you expect to get into Heaven?"

The lad thought a minute then said "Well, I'll just run in and out and in and out, and keep slamming the door until St. Peter says, 'For heaven's sake, Bobby, come in or stay out.'"

"Daddy, my teacher wants me to prove that the white man is superior to the Indian," said Johnny. "Can you help me?"

"Don't think so," replied Daddy. "When the white men took over the country the Indians were running it. There were no taxes. The women did all the work. How could they improve on a system like that?"

A man was very indignant at being arrested. He staggered into the police station and before the captain had an opportunity to say anything he pounded his fist on the desk and said: "What I wanna know is why I've been arrested."

"You were brought in for drinking," answered the captain.

"Well, thass different—thass fine—let's get started."

BUT WHY SHOULD I READ?

by Norman George

All that mankind has done, thought, gained, or been: it is lying as in magic preservation in the pages of books.

—Thomas Carlyle

BUT WHY should I read?" We could be curt and emphatic to that frequent query. Why? Because, mister, either you keep on top of what's happening in your field of work or you find the crowd's passed you by. Isn't that reason enough?

No denying the above is a pretty compelling argument. But to look at it strictly from a negative viewpoint—the results of not reading—takes out the real pleasure that can be derived. Reading—serious reading—ought to be a happy and rewarding experience.

A full life is measured, not in the number of years lived, but in terms of new experiences. And reading is, essentially, experiencing—experiencing new thoughts, new ideas, and new situations. Certainly there is excitement in learning the various theories and ideas of how your particular job should be done and why. And there are few more fascinating phenomena than our dynamic business society, its nature and operation. If studies and observations have revealed anything about the individual, it is that he is happier and better adjusted in life when he understands his environment.

One of the biggest problems in reading management literature is deciding what to read. The number of books published annually in the management field and allied fields is practically endless. One of the functions of the NAF Education and Research Department is to select the outstanding books published and describe their content. Through the traveling library, you have conveniently at your disposal, a source of outstanding management and related publications. All it takes is a postcard addressed to the NAF national office. You keep the book up to 60 days and return it in the same carton.

Before listing and describing some recent additions to the library, some suggestions:

1. *Have a purpose in mind. It helps in selecting a book, to know what you're looking for and what you expect to achieve in reading it.*
2. *Have a book "going" at all times. Good reading is a habit. Even*

if you can devote only a few minutes daily to reading a book, don't miss a day.

3. *Do some exploring occasionally. Once in a while, pick a subject not directly relating to you or your job. One of the greatest rewards of reading is the excitement of discovering interest in fields new to you.*

And now, here are 30 recent additions to the library and what they are about. They can be ordered by writing to: *Librarian, National Association of Foremen, 321 West First Street, Dayton, Ohio.* Refer to the books by code number and title.

PRACTICAL BUSINESS SPEAKING by William P. Sandford & W. H. Yeager, 1952—Code Number S-391

Three general topics are covered—the principles of business speaking, the different types of business speeches, and other types of speaking, such as interviews, conferences, and discussion groups. Good as a source of reference.

THE ART OF ADMINISTRATION by Ordway Tead, 1951—Code Number F-392

As in his other books, the author offers many sound and thoughtful ideas. It's a philosophic approach to administration and the writing is often in abstract terms requiring digesting and reflecting to get the full significance. A profound and worthy book for management men.

WHY DO PEOPLE BUY? by Editors of Fortune, 1953—Code number H-393

A very interesting and readable book dealing with such questions as—how effective is advertising? Is the sales clerk obsolete? What secrets do businessmen withhold in the battle for markets? This book was expanded from a series of articles in Fortune, and is replete with actual cases.

HOW TO BE A SUCCESSFUL LEADER by Auren Uris, 1953—Code Number A-411

An excellent treatment of a very difficult subject. The author avoids the pitfall experienced by most people who deal with this subject, that is, a tendency to expound personal opinions and theories not supported by objective analysis. Observation and research are reflected in this book.

FOREMEN—LEADERS OR DRIVERS by Sherman Rogers, 1954—

Code Number C-394

Based upon an address delivered by the author. He sees the foremen's task as two-fold—preserving the human touch in his dealings and clarifying economic delusions of the worker. Use of interesting personal experiences makes this a colorful story.

MATERIALS HANDLING by John R. Immer, 1953—Code Number R-395

A good source of information in this field. Personal observation of practices in a number of companies and organizations lend authority to this thorough treatment.

TIME STUDY FUNDAMENTALS FOR FOREMEN by Phil Carroll, 1951—Code Number N-396

This latest edition presents a lucid description of time study fundamentals as a profitable tool for detecting improvement possibilities on the job. A technical subject handled well.

QUALITY CONTROL by A. V. Feigenbaum, 1951—Code Number J-397

A comprehensive coverage of all aspects of quality control, placing particular emphasis upon human relations problems involved. Subject is treated from the administrative point of view.

PUBLIC RELATIONS IN MANAGEMENT by J. H. Wright & Byron H. Christian, 1949—Code Number F-398

Viewing public relations as an essential in good business management, the authors clearly bring out the true nature and purpose of a sound program, pointing out the vital roles of executives and supervisors.

PERSONNEL MANAGEMENT by W. D. Scott, R. C. Clothier & W. R. Spriegel, 1954—Code Number F-399

The latest edition of a book recognized as authoritative in the field. A comprehensive outline of the most up-to-date principles, practices, and techniques bearing upon the relationships between management and workers.

THE BUSINESSMAN MUST SAVE HIMSELF by W. H. McComb, 1954—Code Number H-412

This short book packs a punch. You'll find it well worth reading. The author speaks in frank and earnest terms about the problem faced by the

modern businessman in his relations with the public and government. He calls for businessmen to take the initiative in advancing human welfare, thereby strengthening the forces of world freedom.

MANAGEMENT AND LEADERSHIP by Carl F. Braun, 1954—

Code Number B-400

A newer edition of a book which is concerned chiefly with the problems of developing your ability to handle people and to dispose of the executive decisions that it is your responsibility to make.

EMPLOYEE TRAINING HANDBOOK by Bleick von Bleicken, 1953—

Code Number D-401

Based upon the idea that training is performed largely by members of management who are not training experts, this book is a valuable aid both to the specialist and non-specialist. It gives a good introduction to the field as well as supplies material for reference in implementing a program.

HOW TO SEE YOUR WAY TO SUCCESS by Charles B. Roth, 1953—

Code Number A-402

This is a "how to" book on techniques used in selling. Written in breezy, down to earth language, it illustrates many practical tools that have resulted in increased sales.

PERSONNEL HANDBOOK edited by John F. Mee, 1952—Code Number

F-403

A very comprehensive and thorough reference guide to all phases of personnel and industrial relations. Contributors include many leading authorities in the field. Strictly a reference book.

DEVELOPING MANAGEMENT ABILITY by Earl G. Planty & J. Thomas

Freeston, 1954—Code Number F-406

A unique and very practical approach to problems of management development. The book consists of 600 questions and answers, organized so that the reader can find, quickly and easily, practical information concerning techniques of successful personnel development.

THE DEVELOPMENT OF EXECUTIVE TALENT edited by M. Joseph

Dooher & Vivienne Marquis, 1952—Code Number F-405

A "handbook" type, describing the various techniques used in management development. Case studies are used to illustrate problems encountered in developing a program.

INDUSTRIAL ACCIDENT PREVENTION by H. W. Heinrich, 1950—
Code Number E-404

Outlines a scientific approach to the field of industrial accident prevention, emphasizing the basic human relations problems involved.

JOB EVALUATION METHODS by Charles Walter Lytle, 1954—
Code Number P-407

The latest edition of a book which presents an analytic method of approaching job evaluation. Separates job analysis and evaluation into functional steps, making it possible to compare and select methods, techniques, characteristics, measuring scales, etc., to fit any given set of conditions.

INDUSTRIAL MANAGEMENT by Asa Knowles & Robert D. Thomson, 1944—Code Number F-408

Covers all phases of management and includes questions and problems for discussion. For the student of management, whether actively engaged in practice, or just learning the fundamentals.

THE TECHNIQUE OF CLEAR WRITING by Robert Gunning, 1952—
Code Number S-409

A very helpful guide for those who must communicate ideas. The author, an expert on readability, lists and illustrates ten principles underlying clear and concise writing. Expert handling of a vital management essential.

HOW TO SUPERVISE PEOPLE by Alfred M. Cooper, 1952—
Code Number B-410

Covers all the typical jobs and problems of hiring, discipline, preventing accidents, promoting teamwork, training workers, delegating authority, labor relations, etc.

THE TECHNIQUES OF SUPERVISION by I. E. Levine, 1954—
Code Number B-419

The author describes the attitudes, qualities, and traits requisite to good supervision.

THE CASE METHOD AT THE HARVARD BUSINESS SCHOOL by Malcolm P. McNair, 1954—Code Number D-390

A complete description and explanation of the case method used at the Harvard Business School. Using some selected cases for illustration, the book

deals with the materials used, the role of the instructor, preparatory techniques, and approaches used in industry. Training men and managers of executive development programs will find the book valuable in planning case studies.

DETERMINING THE BUSINESS OUTLOOK edited by Herbert V. Prochnow, 1954—Code Number H-413

Over 20 of the nation's foremost economists and research experts offer authoritative viewpoints on factors involved in forecasting general business trends. Primarily for the businessman and student of economics who need to know something about forecasting.

PRACTICAL PUBLIC SPEAKING by Eugene E. White & Clair R. Henderlinder, 1954—Code Number S-414

This is designed primarily for use in a public speaking course. Covers the field fairly completely.

CONCILIATION IN ACTION by Edward Peters, 1952—Code Number M-415

Here is a good analysis of collective bargaining from the conciliation point of view. The author, a conciliator with the California State Conciliation Service, draws upon actual experience, both his own and others, to give insight into problems of collective bargaining.

HOW TO CHART TIME STUDY DATA by Phil Carroll, 1950—Code Number J-416

This is an expansion of a part of an earlier book by the author, "Time Study For Cost Control." Good illustrations of how to present time study data.

COMPLETE SECRETARY'S HANDBOOK by Lillian Doris & Besse May Miller, 1951—Code Number F-417

A very thorough coverage of all aspects of the secretary's job. Step-by-step advice on how to do practically every job in the office faster and easier.

STOP FORGETTING by Bruno Furst, 1949—Code Number A-418

Another interesting and useful book by the author of the very popular "How To Remember." Shows you how to retain, recall, and use information, knowledge, and facts. A good guide to clear, ordered thinking, speaking, and working.



THE appointment of A. Bruce Rozet of Los Angeles, Calif., as educational specialist working in the NAF Department of Education and Research is announced by Marion Kershner, NAF executive vice president.

Rozet has been assigned to conduct NAF educational programs on the West Coast. However, he also will work in other areas of the country.

He is a graduate of Pennsylvania State College and is working on his master's degree at the University of California. He formerly was with Douglas Aircraft Co., and served as education chairman of the Southern California Council.

Highlight of the Gibson Refrigerator Foremen's Club picnic was a salute by six U.S. Air Force Jet F-89 Scorpion fighter planes.

The six planes flew over the picnic grounds in formation and then put on a half hour show. Each plane buzzed the grounds before leaving the area. About 200 persons attended the picnic.

The newly organized NAF Orange Belt Education Committee will make new educational opportunities available to NAF members in the Pomona, California area this Fall.

John Forbes, a member of the Convair Pomona Management Club, has been named chairman of the committee. Other clubs represented on the committee are Fairbanks Morse Pomona Foremen's Club, San Gabriel Valley Management Club, Clary Multiplier Management Club, Kaiser Steel Management Club, and Hunter Douglas Management Club.

"Although many good courses are already available, most of them require travel into Los Angeles," Forbes said. "The aim of our committee is to get courses of equal quality, condensed and well presented on subjects pertinent to management, offered in this area."

The Formica Co. recently honored "Mr. Formica," D. J. O'Connor, chairman of the board of the company, at a "This Is Your Life" dinner staged by the Formica Foremen's Business Club.

Edward Thorne, former president of the club, acted as master of ceremonies and introduced a number of participants in the skit.

Thorne said: "We of the Formica Foremen's Business Club, consider it a great privilege to pay tribute to a great leader, a great industrialist, and one whom we each consider a personal friend."



How would you have solved this?

NOTE: To be considered for \$10 cash awards and certificates of special citation, all solutions to the problem must be postmarked no later than October 1, 1955. Address your solutions of no more than 500 words to Editor, **MANAGE**, 321 West First Street, Dayton 2, Ohio.

HERE IS THE NEW SUPERVISORY PROBLEM FOR OCTOBER

Selecting a man for promotion under ideal conditions can be extremely difficult. Not so for Steve. It was Steve's philosophy to ignore the problem entirely. He had minimized the advice of his superior to prepare someone to serve as his assistant.

When asked who would take over his area if it ever became necessary, Steve said, "No man is indispensable and this department will operate after I'm gone." At one time Steve's boss appointed an assistant, but to no avail. Steve refused to relinquish any authority. The assistant finally requested and was granted a transfer.

The situation could have been resolved easily but Steve had 30 years of job knowledge and loyal service behind him. His superior was extremely hesitant to take any remedial action because of this. What would you do?

(Remember the deadline Oct. 1, 1955)

THIS WAS THE SUPERVISORY PROBLEM FOR AUGUST

Dick, the general foreman of an assembly department, saw Ernie, one of his line foremen, commit a serious error.

Ernie and a group of his men were standing by a conveyor belt discussing a repair in a special fixture when one of the men, in an apparent fit of temper, jabbed a screw driver through the belt.

It was an open display of wanton destruction. Yet, Ernie did nothing but walk off hastily toward the office. Dick was so amazed it took him several seconds to recover. Then he went after Ernie and intercepted him.

"Why did you ignore that?" Dick demanded.

Ernie said the worker was an officer in the union local and could make life miserable for him if he reprimanded him for something so trivial.

But Dick had a better answer and corrective action.

What would you do about Ernie?

THE WINNERS

The following are the best solutions to the supervisory problem for August. The winners have received checks for \$10 each and a handsome two color Merit Award certificate suitable for framing.

ERNIE MUST REPRIMAND

*By Norman L. Whipple,
Douglas Management Club Inc.
of Santa Monica*

Ernie must be made to realize that good management is fair and impartial. Every worker, whether he is an officer in the union or not, has a right to expect fair and impartial treatment. Surely, Ernie would not let an "open display of

wanton destruction" pass if it were committed by any of the other workers in the group. Ernie's action, or lack of action, automatically opens the way for abuse by others, unless it is corrected immediately.

Ernie must also be made to realize that the incident was not "trivial." Wanton destruction can hardly be considered trivial. It most certainly cannot be considered trivial when committed by an official of the union whose responsibility for discipline in the plant should be on a par with management's. The fact that this juvenile display took place before fellow workers and the line foreman, without immediate action by the line foreman, is inexcusable.

I also would point out to Ernie that the union official could not "make life miserable" for him if he acted fairly and impartially. I would back him to the limit.

Ernie must reprimand the union official immediately.

MANAGEMENT'S FAULT

By Calvin L. Beal, Mansfield, Ohio

It is a well known fact that foremen are required to carry the ball, but it is still up to top management and staff departments to show the foreman which way to go.

It is evident in this case that either Industrial Relations has not done its job, or that management has made the mistake of not backing up the foreman in disciplinary actions.

First, Industrial Relations must lay out a clear cut policy listing improper actions along with the penalties to fit the crimes. These must apply to all employees whether rank-and-file, union officers or supervisors. These rules of conduct should be approved and signed by the plant manager. They should be posted where everyone can read them.

The action which Ernie ignored might

well head the list of plant rules. The violation, "deliberate damage to company property" is inexcusable and should be penalized with immediate discharge.

However, just posting the rules is not enough. Top management must make sure the foremen carry out their responsibilities and back them up when they do.

It is not enough to say the foremen and their employees know the rules. The foremen must have it in writing, the employees must be informed. Discipline is a necessary part of management.

GIVE THE WORD TO ERNIE

By William G. Winterling, Bendix Radio Corp., Towson, Maryland

As Ernie's supervisor, I could not overlook his disregard of such a serious matter. Accidental damage of company property is one thing, but deliberate destruction is an entirely different matter.

As a foreman, Ernie must recognize and accept his responsibilities to his company as well as to his men. I would

reprimand Ernie and point this out to him. I would explain to him that if he is not willing to accept these responsibilities, he will be relieved of his duties as foreman.

At the same time I would outline a course of action which should be taken against the worker who damaged the belt. The worker must be given an oral or written warning asserting that if the offense is repeated, he will be fired.

I also would point out to Ernie that the union does not condone or approve this type of behavior on the part of one of its members, whether he is an officer or not.

Temper and temperament are enemies of an efficiently operated company.

HONORABLE MENTION

James L. Pirtle, Culver City, Calif.; Maurice C. Jones, Buena Park, Calif.; C. F. Thomallo, Tucson, Ariz.; H. D. Abernathy, Atlanta, Ga.; William A. Regennold, Toledo, Ohio; and Gene Ford, Lima, Ohio.

"One out of every 12 men is color-blind," says Henry Bach Associates, Inc., New York advertising agency, in a study of the impact of the color renaissance on men's wear, published in the April issue of its house organ, "The Bach Letter."

"The Bach Letter" reports that:

1. While only one per cent of women are color-blind, this deficiency afflicts men more than eight-fold.
2. A still larger portion of the male population is color-weak. These men see some colors with less intensity than other colors and their vision is therefore distorted when certain color combinations are observed.
3. Still more prevalent among men is color ignorance. Inhibitions about color are largely responsible for a lack of judgment about the effectiveness of related colors and color contrasts.

"These obstacles can be overcome," asserts the agency, through a process of consumer education. "But the educators first have to educate themselves."

Letters to the Editors

To the Editors:

Your magazine was of particular interest to me as I have chosen the field of technical writing for a career after my graduation from the University of Colorado as a chemical engineer. I feel there should be more magazines like "Manage."

One article which appeared in the May issue, "Wanted: Lady Engineers," caught my attention immediately as I will become a "Lady Engineer" on June 10, 1955. I do feel that the shortage of technically trained American women is partially a result of the refusal of American management men to accept women who are engineers. I speak from experience as I have just completed a period of interviews with possible employers that lasted from December until May. It may be true that many corporations are employing women in engineering positions, but very few of those women are actually "holding down" a true engineering job. I am fairly sure that I would be right in saying that the majority of these women are actually doing technical-secretarial work or laboratory work that could be done by a group of women who do not have as much technical training. Also many employers refuse to acknowledge the fact that a great many women can continue their profession after marriage and even after starting a family.

Out of the total of five jobs offered to me, only one offered the opportunity to utilize my engineering background. I was a secretary before studying engineering and I would not have gone to college if that had been the height of my ambition. My opinions are shared by many others but we are virtually powerless to correct the situation for we are "different" from other engineers and must be given special consideration by employers.

The colleges and universities give no special consideration and in many cases a definite prejudice against women in the field of engineering is fostered by faculty members. Industry is reluctant to even try a woman in a true engineering position. Only management can remedy the situation.

By some strange miracle, I was selected the "Outstanding Senior Chemical Engineer" of this year's graduating class. Maybe this is an indication the situation involving "Lady Engineers" will be corrected someday. I still view the problem optimistically.

Sincerely,
Katherine Karnafel
215 East Bayard No. 4
Denver, Colo.

To the Editors:

Refer to your May, 1955 issue: "The Case of the Over-Qualified Employee." Can a man who does not possess more potential than his present job be expected to advance to a more responsible one? The over-qualified employee, rather than being inefficient on his present job, masters it to the extent that he is automatically considered by his supervisors for a higher position.

"Take the Case of John Doe." Can eight consecutive companies make the same gross error with an employee? It seems that this employee is hardly qualified to perform an efficient job for any company, his aptitudes as shown on psychological

tests notwithstanding. If John Doe's potential is as great as you intimate, it might be that he himself should realize this and refuse a job as a junior clerk or numbers clerk.

You state that studies show that one out of every five workers is an over-qualified employee. Do not our supervisors and managers come from this 25 per cent? To quote William F. Knudsen, former president of General Motors: "If I were a young man of 20 again, I would go to work in a factory as a mechanic." Many supervisors and managers in industry today have been and are still over-qualified employees on their present jobs. I view this as a healthy condition and hope that for the sake of progress and American industry that it continues.

You sum your article up with this statement: "In hiring temporary or part time workers the over-qualified person is often a very good risk since he learns quickly and the assignment is over before he can become bored." Assuming that a person must be intelligent to learn quickly and that he must be able to think to be intelligent, can a thinking person become bored?

Sincerely,
Fred L. Strotter
Member, board of control
Fresno Management Club

To the Editors:

Again I should like to convey my sincere thanks for the honor of being chosen a winner in last month's Supervisory Problem as presented by MANAGE.

These problems have always proven to be a great challenge to me as I have felt they were the same ones faced by every business and organization. Really, the best way to think them out is to put one's self in the same situation.

At one time a few years back, I made the statement to a person with a college degree, something which I do not hold myself, that I wished I had his educational background. He replied that though it did have great advantages, there was one thing in particular that had impressed him throughout his college years, "Have faith in people." I have never forgotten this statement and have tried to apply it not only in everyday living, but in my work as well. Such a philosophy in life, truly does have its benefits.

Very sincerely yours,
Ruth Grace Glover
Terre Haute Ordnance Depot
Terre Haute, Indiana

"Profit is a must. There can be no security for any employee in any business that doesn't make money. There can be no growth for that business. There can be no opportunity for the individual to achieve his personal ambitions unless his company makes money."

Duncan C. Menzies, new president of Servel, Inc., to employees at a company picnic on his first day on the job.

The Signers of The Declaration of Independence



THE 56 signers of our Declaration of Independence were a tough lot.

Rebels usually are, and in those days they were rebels.

Toughness aided them in their belief that "all men are created equal, and that they are endowed by their Creator with certain unalienable Rights," but the signers had another more outstanding characteristic.

Work.

When the shooting was over they went to work to carry out the beliefs set forth in the Declaration of Independence.

Two became Presidents, Jefferson and Adams, and one, Elbridge Gerry, became Vice President.

Several became Governors of their own states, many served in their state legislatures or in the U. S. Congress. Many also served as state and federal judges.

Almost without exception, the signers worked hard solving the many problems of the new Republic.

Are You Ready For Management's New Frontiers?

Register Now

*32nd Annual Convention
of the
National Association of Foremen*

September 28-29-30, 1955
Fort Worth, Texas, Hotel Texas

Registration blanks may be obtained by writing to:

*The National Association of Foremen
321 West First Street
Dayton, Ohio*

